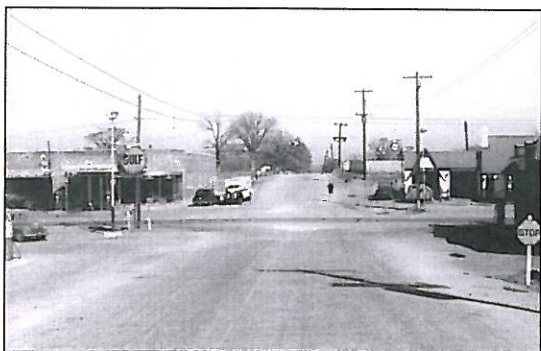


## BACKGROUND

Introduction  
Regional Role  
Plan Area Overview  
Development Evaluation  
Charrette Preparation  
Market Analysis  
Public Design Charrette  
Community Input

Since its official inception in 1841, the City of Germantown has served as a key crossroads for eastern Shelby County. Founded on a ridge along the Cherokee Trace trade route between the Wolf River and Nonconah Creek, Germantown lies about 16 miles east of the Mississippi River. The first white settlers arrived in Germantown in 1825. Around this time, Miss Frances Wright established Nashoba Plantation, a utopian community intended to emancipate slaves. The community became known as Pea Ridge in 1833 and in the following year surveyor N.T. German laid out lots in the town. In 1836, the name was officially changed to Germantown in order to reflect the considerable presence of German families in the area.

The years 1841 and 1852 witnessed the town's official incorporation as a distinct City as well as the completion of the Memphis-Charleston Railroad through the area, an event that further solidified Germantown's role as a key player in the region. Despite its key location in eastern Shelby County, the City wouldn't experience significant growth until the second half of the Twentieth Century, when the population mushroomed from 400 to over 40,000 in less than 50 years.

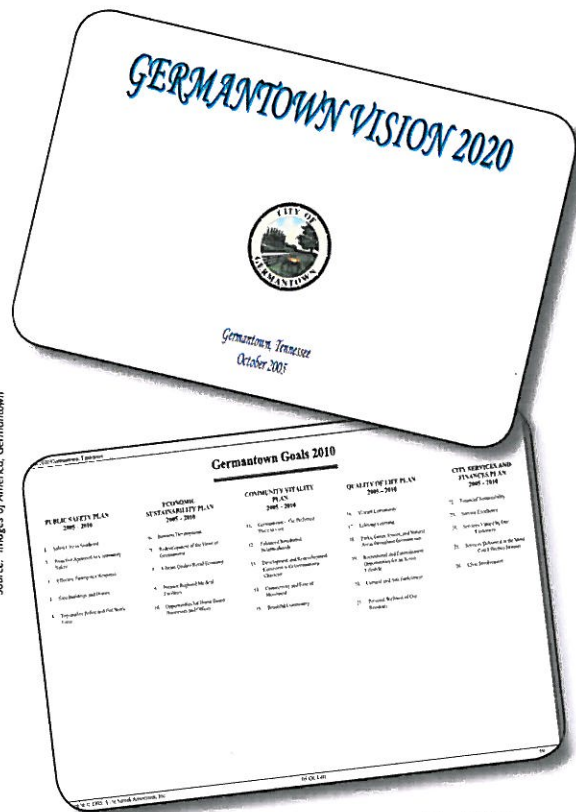


Intersection of Germantown Road & Poplar Avenue, 1940

Today, Germantown's center is at the crossroads of Germantown Road and Poplar Avenue, two main roadways serving the Greater Memphis region. Capitalizing on its location, the City continues to offer its citizens a high quality of life through numerous public services, private enterprises, and abundant civic and cultural amenities.

Germantown has achieved its quality of life in part through a strong development vision and implementation history. Past efforts such as the 1978 Germantown Land Use Plan and the Germantown 2004 Plan paved the way for residential development, economic growth, and open space preservation. Now, as Germantown has nearly reached the limits of its outward

growth; and as significant new growth is occurring in surrounding communities, impacting the City's ability to grow and sustain its economic base, the City is once again proactively planning its future.



Vision 2020 Document

### The Vision 2020 Plan

Citizens, elected officials, and staff recently completed a plan for the City's future development known as the Germantown Vision 2020 Plan. The Vision 2020 Plan articulates the community's vision for Germantown's growth over the next decades in 26 major goals, which are divided into five major categories.

One of the major categories is the Economic Sustainability Plan:

"Economic sustainable strategies are designed to retain existing businesses, to support business expansion and growth, to attract and develop new businesses and to outpace competitive economic communities." The Economic Sustainability Plan includes five major growth strategies, one of which is Goal 7, Redevelopment of the Heart of Germantown, the City's commercial core. The goal's six objectives layout a clear and tangible vision for the area, described in the text box below.

### Goal 7 of the Vision 2020 Plan: REDEVELOPMENT OF THE HEART OF GERMANTOWN

Goal 7's objectives include:

1. Mixed use (residential and nonresidential) development in the heart of the City area.
2. Strong retail businesses and office development for professional services
3. People living in the heart of the City area: lofts, above business condos, townhouses.
4. Pedestrian friendly layout linked to Citywide path/trail system
5. Mid-rise buildings with mixed uses that are attractive and inviting for people
6. Creating a sense of place for the community

The plan goes on to lay out specific near term action steps for achieving these objectives including development of a master plan along with new development standards and fiscal analysis for the area. This plan was initiated by City officials and staff to accomplish these action items and as the first step achieving the vision of a true city center that will be a source of pride and economic vitality for the City

## The Smart Growth Plan

The master plan effort was dubbed the Smart Growth Plan by elected officials and staff as the objectives of Goal 7 and many of the other goals and objectives in the 2020 Plan are consistent with the precepts of the national movement called Smart Growth. In addition, the title is consistent with the City's goals of continued economic growth that is efficient and sustainable.

Several *Vision 2020* goals pertain to various smart growth principles, such as:

### *Creating a dynamic retail economy* (Goal 8):

- Alleviate residential tax burdens by generating more retail tax revenue
- Attractive retail that cultivates local patronage as well as draws outside interest
- Formation of effective public/private partnerships to sustain community vibrancy

### *Enhanced Residential Environments* (Goals 11 & 12):

- Well-designed green spaces readily accessible to the public
- Unique neighborhood character
- High ownership rates throughout different parts of the City
- Development that enhances property values

### *Residential Development & Redevelopment Opportunities* (Goal 13):

- Redevelopment and reuse of older commercial and residential areas
- Higher density, taller buildings in specific mixed-use overlay districts
- Range of amenities for residents to use and enjoy

### *Transportation connectivity* (Goal 14):

- Increase system efficiency
- Enhance transportation safety

### *Recreational and entertainment opportunities* (Goal 19):

- Develop and sustain an 18-hour environment with retail, music, and other entertainment activities
- High-quality civic parks and destinations
- Strong public/private partnerships offering recreational and entertainment events

### *Cultural and civic amenities* (Goal 20):

- Public art displays throughout the City, especially in public spaces
- Dedicated private sponsorship of the arts from individuals, businesses, and organizations
- Accessibility (Financial and Physical) of GPAC and its programs

Together, these principles positively shape the vision for sustainable economic, residential, and cultural growth in the years to come. Supported by the Smart Growth Plan's initiatives, the 2020 Plan's goals will guide future development in and around the City's center.

## SMART GROWTH

Smart Growth is a national movement in design and development that approaches issues with a multi-faceted, multi-disciplinary understanding of land-use planning. Its underlying principles support development practices that encourage compact, mixed-use communities in which people can easily walk to various destinations. The list below outlines the movement's basic tenets. For information on Smart Growth, visit the Smart Growth Network's website at [www.smartgrowth.org](http://www.smartgrowth.org).

## Smart Growth Principles

1. Mix land uses.
2. Take advantage of compact building design.
3. Create a range of housing opportunities and choices.
4. Create walkable communities.
5. Foster distinctive, attractive communities with a strong sense of place.
6. Preserve open space, farmland, natural beauty, and critical environmental areas.
7. Strengthen and direct development towards existing communities.
8. Provide a variety of transportation choices
9. make development decisions fair, predictable, and cost effective
10. Encourage community and stakeholder collaboration in development decisions

Smart Growth Network:  
Getting to Smart Growth II

To begin, it is helpful to consider Germantown's location and position within the region. The City is one of the key players within a broader metropolitan region known as the Memphis Metropolitan Statistical Area (MSA). This area represents the second-largest labor market in Tennessee, which ranked 22nd in population growth among 50 states from 2000-2004. Within the state, Memphis ranks first in population and population density. In addition, the MMSA ranked 7th among the Top 50 Best Metro Areas in which to Grow a Business according to *INC. Magazine*. Among other factors influencing this growth, the proposed I-69 corridor through Memphis will further solidify the region as a national distribution center and prominent Mid-South link.

Situated near the I-240 beltline approximately 12 miles east of downtown Memphis, Germantown residents enjoy easy access to the entire metropolitan region via this important corridor. This highway, in particular, has helped to spur business development in Germantown. In fact, the City benefits from a strong business reputation generated by its high occupancy rates and key position in the region.

The City sits at the intersection of two major regional crossroads: U.S. Highway 72 (Poplar Avenue) and state route TN 177 (Germantown Road). These two roadways provide critical east-west and north-south movement throughout eastern Shelby County. In recent years, the routes have taken on the added burden of increased commuter traffic, a phenomenon that has exacerbated local mobility issues.

Except for its few major commercial nodes, Germantown remains a predominantly residential community, as evidenced by its high home ownership rates (83.5%) and percentage of residential taxes that comprise the City's total tax revenue (85%). Indeed, Germantown's housing market is one of the strongest in the Memphis MSA. Median household incomes in the City top \$75,000 per year while nearly a quarter of the City's incomes surpass \$100,000 per year.

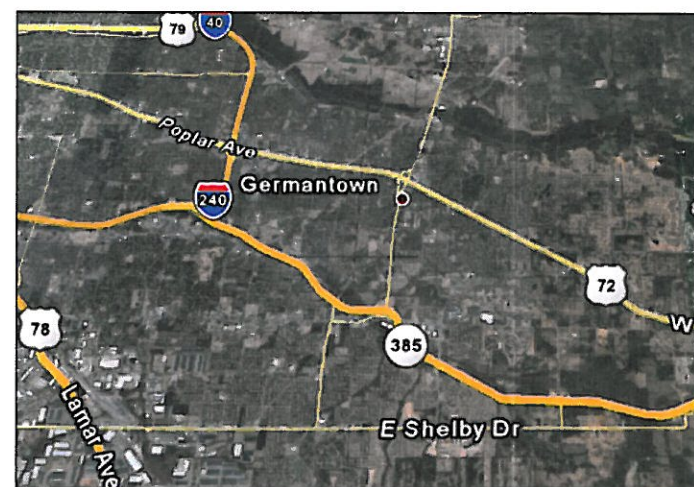
Given these figures, the Germantown sub-markets for residential, retail, and white collar professions are very strong at the local and regional scale. Retail centers such as Saddle Creek and Germantown Village Square boast national tenants that draw heavily from communities outside Germantown. And with the explosive growth taking place in the MSA's southeastern region, these retail and commercial centers should continue to grow in their accessibility and profitability at the regional level.

Finally, roadway extensions have catalyzed development along Wolf River Boulevard, north of the study area, where considerable growth in the medical field has occurred. Given Germantown Methodist Hospital's increasingly important role in the region, the City can expect more medical specialty uses to characterize

development in the area. This role will likely become even more critical as aging demographics in and around Germantown will increase demand for such services.



Shelby County: The central and driving force of the Memphis MSA



Germantown, the hub of eastern Shelby County

The study area for the Germantown Smart Growth Plan focuses on the City's commercial core. The area totals nearly 700 acres, most of which is built-out, although key pieces of land remain undeveloped at the area's edges. The study area boundary encompasses all of the commercially-zoned and high-density residential zoning districts in the City's core, while intentionally avoiding the existing single-family neighborhoods that surround the commercial center. (The Dogwood Road residential area is the one exception, due to its central location and its frontage on Poplar Avenue.)

The intersection of Poplar Avenue and Germantown Road is the focal point for the study area. The Dogwood Road and Miller Farms Road intersections with Poplar define the area's east and west boundaries respectively, while Neshoba Road and Poplar Pike generally form the north and south limits of the area.

At the core of study area is a block bounded by Germantown Road, Exeter Roads, Farmington Boulevard, and Poplar Avenue. This is the City's largest commercial block ("the Super Block"). A converted mall, the Village Square Center, anchors this block. The block is also home to Schnuck's grocery store, The Hobby Lobby-anchored shopping center, and numerous office and retail uses.

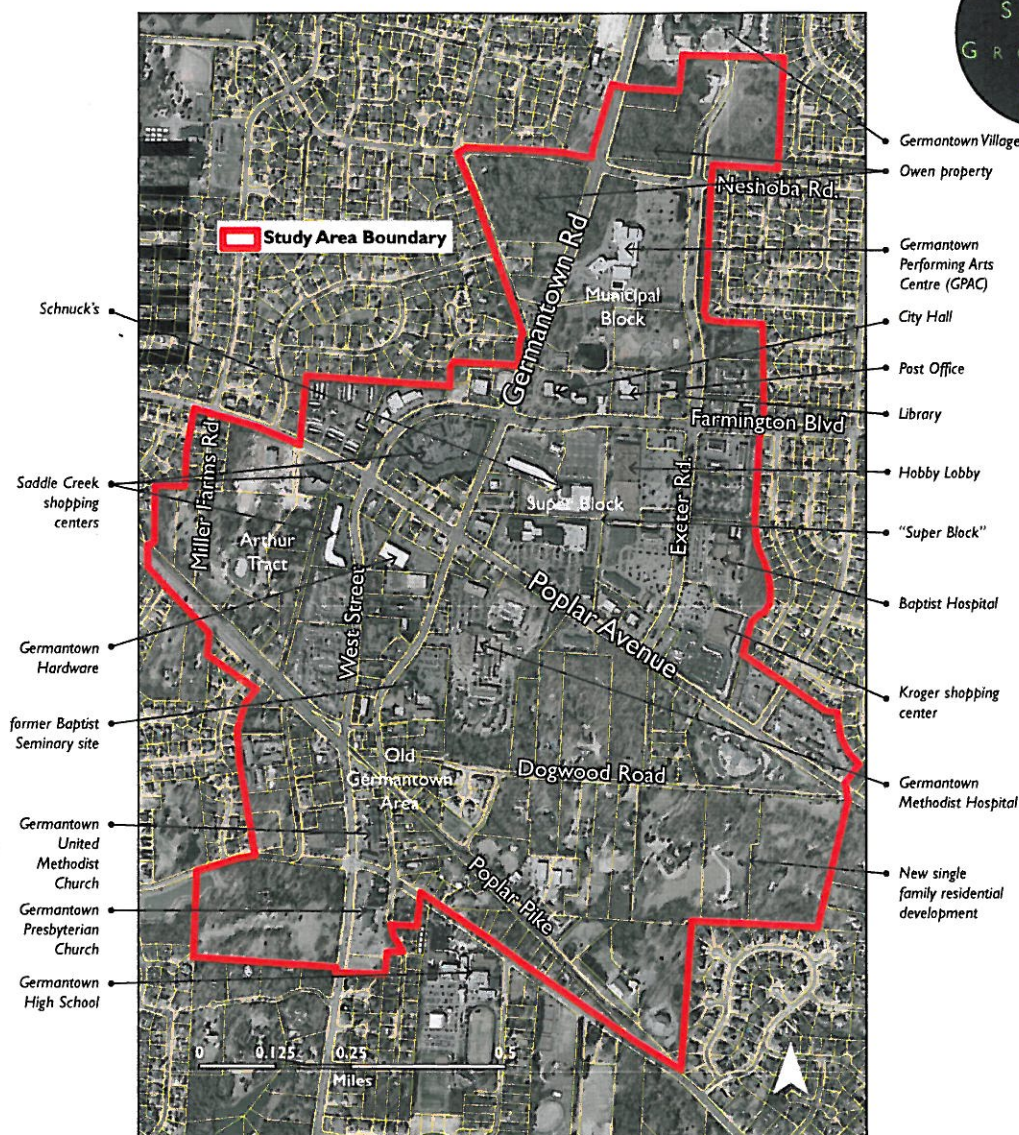
The Germantown Methodist Hospital occupies a large site just south of the Super Block. As the city's largest employer, the hospital provides significant service and employment opportunities for the community. (Already operating at near 100% capacity, the hospital is expanding its existing facilities on-site by adding 100 beds and a parking deck on the former Baptist seminary property to the south of its site.)

Two large undeveloped parcels of land owned by the Owen Family bookend the north end of the study area along Neshoba and Germantown Roads. The northern quarter also contains "the Municipal Block," home to the Germantown Performing Arts Centre (GPAC), City Hall, the post office, and the Germantown Community Library. The municipal park on this block provides the only public gathering space in the study area.

The plan area's southeastern quadrant comprises very large, single-family lots situated on Dogwood Road. New residential development on acre-plus lots is underway at the eastern end of this residential street.

A large, undeveloped parcel zoned for office campus uses, (known as "the Arthur tract" for the Arthur family that has owned the land for generations) defines the western quarter of the study area.

The Old Germantown area is the historic center of Germantown. The City's oldest churches occupy this historic district, as well as numerous small businesses that have their address in the older, renovated homes and buildings of the Old Germantown area. This area is bisected by the Norfolk Southern Rail line, which roughly parallels Poplar Pike.



The Smart Growth Plan boundary and key locations/destinations

### Existing Zoning

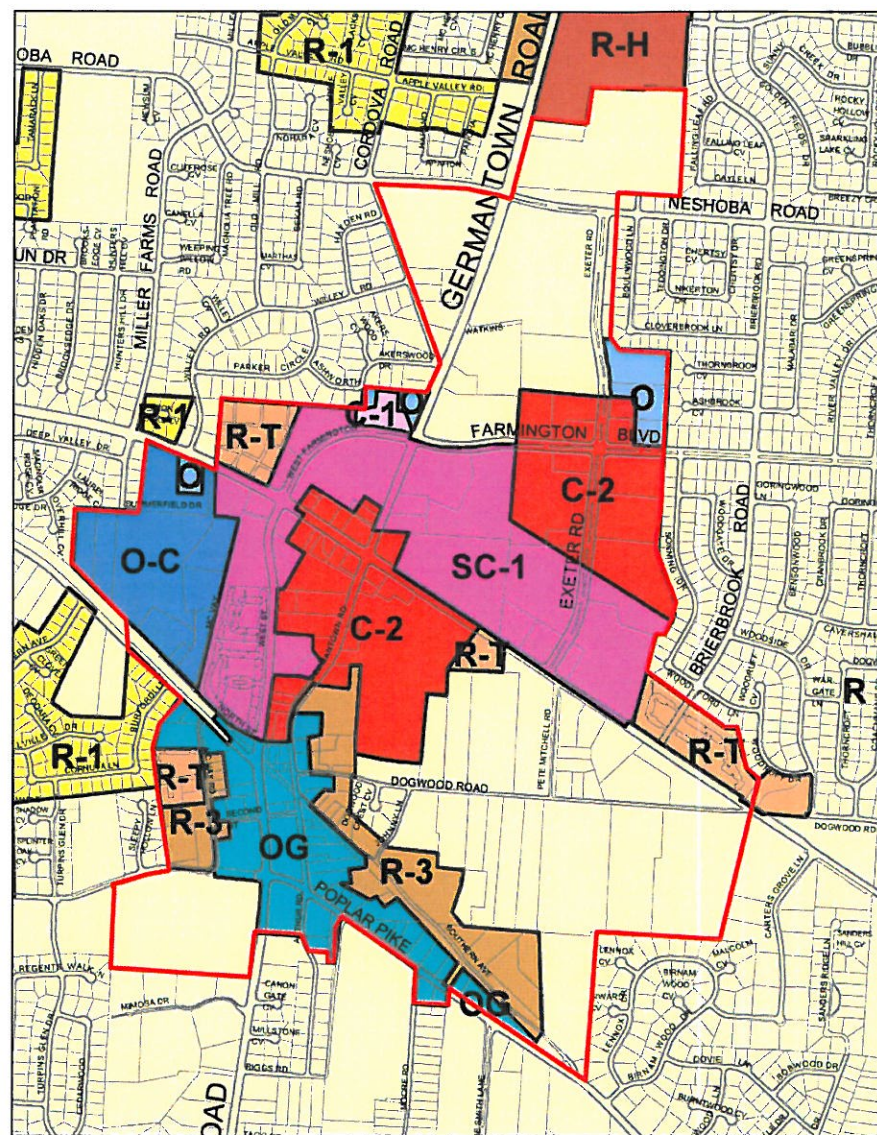
Commercial zoning categories C-2 and SC-1 comprise the greatest proportion of the study area. Designated as “General Commercial” and “Shopping Center” districts, these zones permit commercial uses such as restaurants, general retail (e.g. convenience goods and general merchandise), finance/insurance/real estate services, and personal services (e.g. hospital, child care, tailor).

SC-1 zoning also allows medical sub-specialty, public utilities, recreational uses, and community assembly facilities. It is within this zoning district that the study area’s commercial uses are most concentrated. Office condos, retail, and restaurants line West Street and Farmington Boulevard. The Saddle Creek shopping centers are located in this prime retail corridor.

Beyond retail uses, the study area contains a significant amount of office zoning, primarily O (Office District) and O-C (Office Campus). O-C zoning caters to Class A and regional office functions. O districts allow uses such as general financial, business, medical, and professional services, among others.

The next largest use category is Old Germantown (OG), which contains the City’s original village center. Citizens still identify the district as the historic center of town. The Old Germantown district strives to preserve the area’s historic architecture and character.

Residential zoning districts fill in the gaps along Poplar Avenue and on the western edge of Old Germantown. R-3 (Two-Family Dwellings) and R-T (Multifamily up to six dwelling units per acre), represent the only higher-density housing options currently available in the study area. It is important to note that the City’s commercial zoning districts do not permit residential uses, leading to the separation of people, goods, and resources. The northernmost and easternmost sections of the study area are zoned for low-density, residential uses (R).



Study Area Boundary with Existing Zoning

To evaluate the development potential of any area, two analytical exercises are particularly valuable: a “ripe and firm” analysis and a “figure-ground” study. These compliment walking tours, “windshield surveys” and many meetings with local citizens and officials that help to guide the design team and City officials towards specific areas requiring special attention. The maps that follow illustrate these analyses of properties and conditions in the study area.

### Ripe & Firm Analysis

The Ripe and Firm analysis evaluates the current property conditions in the study area. Parcels determined to be “firm” are generally in a stable building and land-use pattern and reflect the “highest and best use” according to real estate and appraisal forecasts. Such parcels typically require little or no intervention, though improvements might further enhance their appeal.

“Ripe” properties, on the other hand, typically offer significant development and/or redevelopment opportunities. These include parcels that are currently undeveloped, underdeveloped (able to accommodate additional on-site expansion or new development), or in need of redevelopment (such as a vacant shopping center).

Parcels in yellow lie between ripe and firm, having reasonably stable uses but with considerable redevelopment potential, such as the site of the Kroger grocery store. Alternatively, properties may be placed in this category because their exact future might be uncertain or unknown at the time of the analysis.

This analysis enables the project team to focus efforts on specific, high-priority areas. It also helps to protect areas in the community considered to be special for their civic value or worthy of preservation for some other reason.



Ripe



Firm



Ripe



Firm



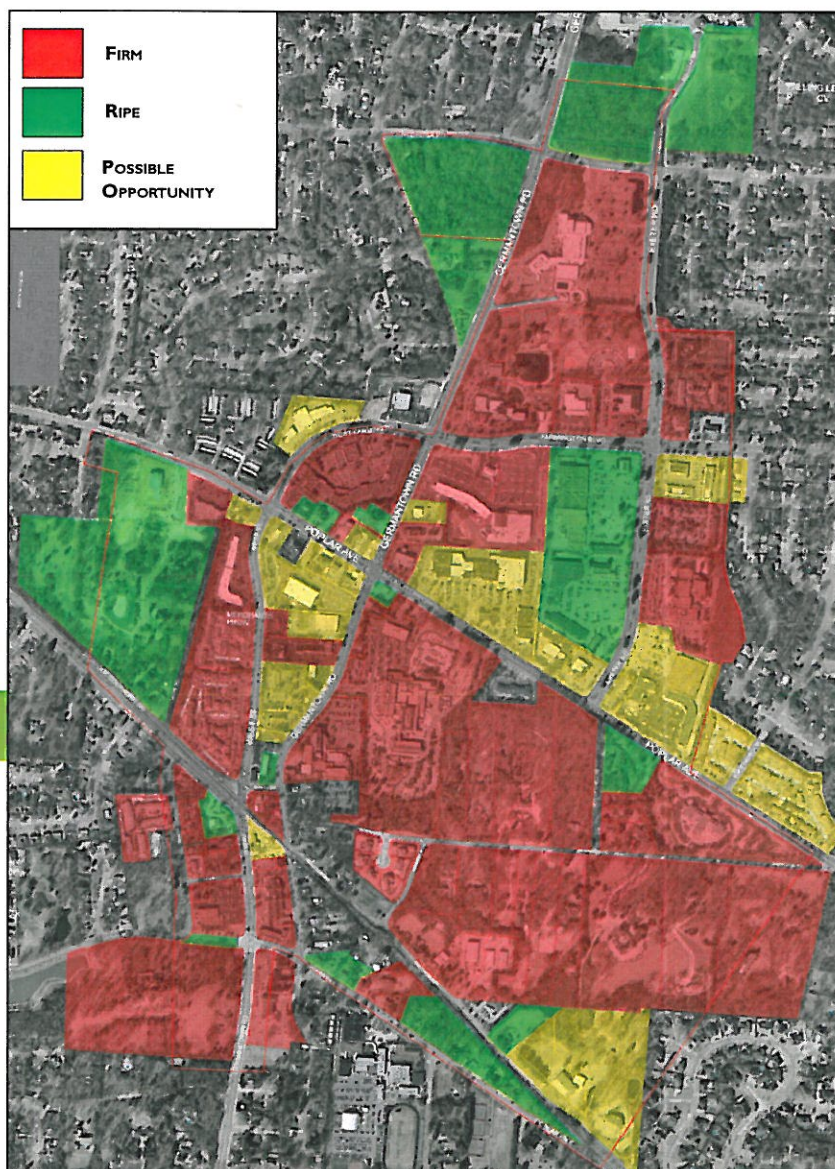
Ripe



Firm



“Ripe” property - Hobby Lobby commercial building on Exeter



Ripe &amp; Firm Analysis Map

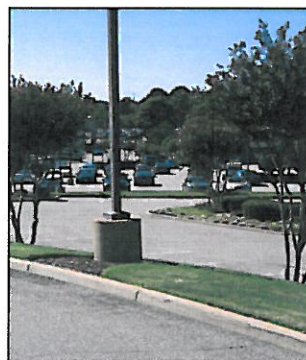
### Figure-Ground Analysis

The “figure-ground” map of existing conditions in the study area represents another useful tool in evaluating the City’s built environment. The drawing indicates building footprints and significant roads only, and this abstraction allows the viewer to see the patterns of space and connectivity in the community. As the map shows, current building arrangements create a very open and disjointed network of isolated structures with very few street connections through the central area. This inefficient land-use pattern creates a loss in potential tax revenue for the City (as a great deal of land remains underdeveloped), inhibits mobility and increases congestion of the few connecting streets.

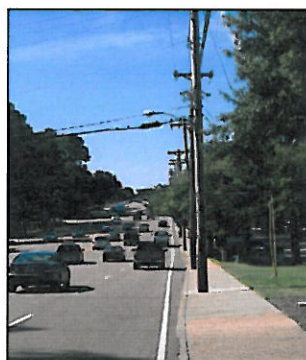
Many buildings are difficult to access, especially from a pedestrian perspective, as they are set back far from the road and surrounded by excessive parking. Additionally, many of these paved surfaces are greatly under-utilized, contributing to problems of heavy stormwater runoff and “heat island” effects of high radiant temperatures.

For the pedestrian, matters are particularly difficult and dangerous. The walking tour conducted during the charrette showed the multiple difficulties encountered by pedestrians throughout the study area. While sidewalks do exist, very real dangers exist for pedestrians trying to cross multi-lane streets around the commercial core, hospital, and municipal block. Many intersections lack appropriately-timed crossing signals, leaving pedestrians stranded in the midst of moving traffic. Other intersections and sidewalks contained obstructions in the pedestrian right-of-way. Connectivity and safety, both motorized and non-motorized, represent major issues for the plan area.

Solutions to these problems, however, can create significant prospects for new, revenue-producing development and a new infrastructure of connecting streets and public spaces. A new pattern of streets and urban blocks can dramatically improve the vehicular and pedestrian environments and create extensive opportunities for new buildings and facilities in the study area.



Excessive surface parking



Wide roadways



Typical development pattern-building surrounded by parking



Lack of pedestrian refuge



Existing conditions: Figure-Ground Diagram

The term "charrette" is a French word meaning "little cart." It refers to the final, intense period of work effort expended by architects and designers to meet a project deadline. The famous architectural school, the Ecole des Beaux-Arts in Paris, popularized the term during the nineteenth century, when proctors circulated the City streets with carts to collect final drawings from students working in the *ateliers* of their professors. Students would work feverishly to finish their drawings before the arrival of the charrette.

Today, the charrette process represents a fast-paced, cooperative endeavor to develop a coherent plan of action. It is characterized by a concerted effort among citizens, officials, planners, designers, and stakeholders to generate a common vision in detail. Charrette workshops include on-site visits, photographic surveys, interviews, formal and informal meetings, and extensive design studies driven by community ideas and aspirations.

In the months leading up to the charrette, the project team visited the study area several times to develop a sound understanding of Germantown's particular strengths and issues. These trips entailed meetings with the Mayor and Board of Aldermen, Steering Committee, citizens, and other stakeholders. During this time, Rose & Associates prepared a preliminary economic and market analysis for the study area. This initial analysis evaluated public and private enterprises, demographic profiles, and both macro (big picture) and micro (smaller scale) level market issues affecting Germantown.

In addition to these activities, the project team reviewed the City of Germantown's planning history. This included the examination of past reports and studies conducted by the City as well as an evaluation of current ordinance requirements. Together with the economic and market analysis, this helped define the scope of the design studies and the appropriate land uses compatible with current market conditions and estimated demand.

On August 30th, 2006 the project team conducted a kick-off meeting. At this workshop, citizens expressed their visions for Germantown's future, providing insight that would help drive the plan's development.



Citizens at the public kickoff meeting

OF NORTH & LENOVO COUNTY MAYORS

GERMANTOWN, COLLIERVILLE, E. HICKORY HILL, AND S.W. FAYETTE COUNTY

# LOCAL NEWS

ENTERTAINMENT WEEKLY • SEPTEMBER 21, 2006

## Walk-through

### Bellevue staffing G'town Baptist

Conkley church leads interim leadership to guide in crisis

By Carl Beatty

Four months after a congregation including older Germantown Baptist Church members was disbanded and its building sold, the church is being reformed. The new congregation, a collaborative effort of several churches, is being led by a team of pastors, including the pastor of the church that was disbanded. The church is currently in a state of transition, with many members still in the process of moving to the new church. The church is currently in a state of transition, with many members still in the process of moving to the new church.

Smart Growth planners stroll through Germantown

By Carl Beatty

The Germantown Smart Growth Planning Commission met for its first meeting on Tuesday, September 19th. The meeting was held at the Germantown Community Center. The meeting was attended by members of the commission, including Mayor John E. Hester, and other community members. The meeting was a success, with many ideas and suggestions being shared. The commission will continue to work on the Smart Growth Plan for Germantown.



Citizens and public officials at the kick-off meeting



On-site measurements



Site analysis and photography

## GERMANTOWN Smart Growth Plan

Pre-Charrette Edition September 2006

### Our Vision In Action

A message from Mayor Colwell

Last October, the City of Germantown adopted the "Germantown Vision 2020 Plan." Its implementation is a long-range vision and strategic planning document that will guide the sustainability efforts of our community. The future of our city is captured in the following vision:

Germantown is a safe, family-friendly city, which is a community of residential neighborhoods, historic and designed beauty, and provides exceptional leisure, cultural and recreational opportunities. Our residents enjoy excellent schools, diverse shopping and dining choices, access to premier healthcare and ease of mobility to the Memphis region and the world. Businesses have opportunities to succeed. The community takes pride in Germantown.

Twenty-one goals in the Vision 2020 community planning effort converge to fulfill the vision. Goal 7 specifically addresses redevelopment in the city's older business and retail centers, to provide sustained economic advantage. The objectives for the area encompassing Old Germantown, the central business district and government services, include:

- Mixed-use development in the heart of the city.
- Strong retail businesses and office development for professional services.
- People living in lofts, above-business condos and townhouses.
- Pedestrian-friendly layout linked to a citywide path system.
- Mid-rise buildings with mixed uses that are attractive and inviting for people.
- Creating a sense of place for the community.

Goal 8 describes a vibrant, quality retail economy; Goal 14 speaks to connectivity and ease of movement; Goal 19 refers to recreation and entertainment opportunities for an active lifestyle; and Goal 20 defines the range of cultural and arts enrichment opportunities. All contain objectives consistent with the crafting of a master plan for the redevelopment of commercial and public areas of the city.

To help citizens, elected officials and City staff evolve their collective vision into a Smart Growth Plan, the City has engaged the services of The Lawrence Group from Durham, North Carolina. The firm will facilitate the community discussion and design, producing a clear depiction and description of how to transform the cityscape to match the vision.

The City invites and encourages your participation in the upcoming charrettes, which are detailed in this publication. We want all Germantown citizens to have the opportunity to assist in the planning of the future of Germantown.

### A Charrette? What is a Charrette?

The Lawrence Group ascribes to the use of public charrettes as essential to any planning effort expecting profound change. The following is a description of what participants can expect from the Smart Growth Plan charrette:

The design team will establish a full working studio at the Great Hall at Germantown Centre. Design, engineering, production, marketing, sales, and all levels of project management will be assembled for approximately one week. On the first evening, a public meeting will feature a lecture on the Principles of Town Planning, followed by an open public discussion. During the day, while a core design team works on developing the plan, meetings will be held with staff, landowners, developers and interested citizens. The plans will be continually revised in response to the constant flow of input. The studio will be open to the public at all times.

On the evenings there will be an open public review of the day's work, resembling a traditional architectural review. These sessions provide powerful quick feedback loops that is crucial to the success of the charrette.

The charrette ends with a final public presentation. For those who have followed the Charrette from the first evening, the impact is dramatic. Presentations often end with a round of applause from the local participants who appreciate the sincere work from the design team, which has lived in their town for a week.

### Charrette Schedule

Day	Time	Activity
Wednesday, September 20	11 a.m. to 1 p.m.	Design studio preparation
	1 p.m. - 5 p.m.	Site tour
	7 p.m.	Opening presentation and facilitated design session
Thursday, September 21	9 a.m. to 9 p.m.	Design workshops
	5:30 p.m.	Pop-up session and project update
Friday, September 22	9 a.m. to 6 p.m.	Design workshops
	5:30 p.m.	Pop-up session and project update
Saturday, September 23	9 a.m. to 5 p.m.	Design workshops
	Noon - 5 p.m.	Pop-up session and project update
Sunday, September 24	1 to 5 p.m.	Design studio open
Monday, September 25	9 a.m. to 5 p.m.	Design workshops
	5:30 p.m.	Pop-up session and project update
Tuesday, September 26	9 a.m. to 6 p.m.	Design workshops
	6:30 p.m.	Reception
	7 p.m.	Closing presentation

All sessions will be at the Great Hall at Germantown Centre 1900 South Germantown Road. For more information, please call 751-7202.

The market-research firm Rose & Associates, Southeast, Inc. conducted a detailed analysis of the Germantown market and economy as well as its position within the broader Memphis region. The results verify Germantown's role as a leader in the metropolitan area's regional economy. The following is adapted and excerpted from the *Market and Economic Study: Germantown Smart Growth Plan*, which was prepared as a companion document to the Smart Growth Plan.

### Market Overview

Located adjacent to the I-385 corridor and the I-240 beltline, the City has enjoyed the benefit of easy access to various services and remains well-positioned to capture future growth opportunities in retail, housing, and office markets.

A primarily residential community, the City is one of the most affluent communities in the southeastern USA. Germantown's average household income consistently ranks above \$75,000, with many households in the area (roughly 7,000-7,500) making more than \$100,000-\$150,000 per year. The residential sector comprises over 85% of the local tax base. Coupled with a relatively good school system, high-quality government services, easy access to retail, and parks, Germantown's amenities provide an attractive market for home-ownership. In fact, home-ownership rates top out near 83.5% for the local market, which is comprised of predominantly single-family homes.

Germantown's commercial properties also contribute to the local tax base, averaging about 12% of the overall total. This statistic reflects the strong retail tradition in the City, as evidenced by its low vacancy rates throughout the commercial areas. Currently, Germantown enjoys some of the highest retail lease rates in the region at roughly \$40 per square foot in Saddle Creek. As part of the *Vision 2020 Plan*, Goal 8 specifically emphasizes creating a "dynamic retail economy" in Germantown that would help to relieve the residential tax burden. This plan endorses this objective, maintaining that the City should move towards a healthier balance of tax revenues. While precise tax revenues by sector vary across municipalities, a well-balanced system typically includes more commercially-driven taxes than Germantown presently receives. Typically, the healthiest cities achieve an 80/20 balance in residential/commercial taxes.

### Preliminary Recommendations

There are several ways in which the City may address the need to diversify the local tax base while creating a dynamic retail economy. From a retail market standpoint, the Market Study recommends the following strategies as essential to the Smart Growth Plan's success:

- **Create a Town Center.** A mixed-use town center blending retail, residential, civic, and other commercial components will serve as an economic catalyst on both a local and regional scale. This concept reflects Goal 7 of the Vision 2020 Plan (which targets "mixed-use development in the City's core") and helps to provide an identifiable sense of place for residents and visitors alike. By inserting housing into the mix, the City expands the residential choices in Germantown (a point discussed further below).

- **Focus small-scale retail and restaurant opportunities in Old Germantown area.** This effort should be undertaken with sensitivity to the endemic architectural and elemental features of the area. The area needs specific branding and unification (through marketing, signage, and also "physical unity" including adequate pedestrian facilities to encourage active, accessible street-life in the area).

- **Balance market-niche opportunities.** Because of its location and demographics, Germantown supports high-end retail locally and regionally. As the City expands its retail base it should continue to attract such clientele. At the same time, Germantown must actively promote local ownership and operation of retail/commercial opportunities such as boutiques, restaurants, and special-interest stores. While this activity may be especially concentrated in Old Germantown, the City should ensure local participation in the town center and other developments.

### Residential Trends

The creation of a town center and other mixed-use style developments enable Germantown to incorporate a variety of residential types into the local market. As mentioned earlier, single-family homes comprise the bulk of the City's tax base. While these houses provide stability and investment in an area, they also create a higher demand for services such as schools, expanded infrastructure, and other City-funded projects. Moreover, this residential type targets a very specific segment of the population -- typically families with children. Opportunities for empty nesters or young professionals who desire the quality of life Germantown offers find few residential options that meet their desires for patio homes, townhomes, condominiums, and apartments.

Mixed-use development and smart growth practices provide abundant opportunities to integrate these choices as part of the urban/suburban landscape. As a result, retirees and empty nesters may remain in the community in which they raised their children, continuing to invest in Germantown's livelihood. At the same time, younger professionals or couples may begin to live in the City before owning a home. Cumulatively, these two groups provide more critical mass to support the retail growth the City desires. Even more, within mixed-use developments, these residents supply an immediate,

dependable "built-in market" to support the commercial investments, creating a lively street life in these districts.

### Office & Medical Uses

The office market in the Memphis region consists of eight sub-markets, including the I-385 Corridor, where Germantown is located. In the third quarter of 2006, this sub-market posted the healthiest overall growth rates in the MSA. Specifically the I-385 Corridor posted a 12,000 square feet absorption rate, 9.20% vacancy rate, and \$19.84 average rental rate per square foot. The last two figures led the entire region, demonstrating the City's prominence as an employment center.

In fact, much of Germantown's employment is in the services sector (44.3%), including the medical and financial services. White collar occupations dominate with approximately 82.3% of those employed. Therefore, office space represents the primary focus of economic development, generating significant employment that drives the local economy and the study area's commercial environment.

Employment growth in the medical, service and financial sectors will continue to drive demand for office space within Germantown. As more business owners, executives and managers desire to live and work within the same community to reduce commuting time, there are opportunities for Class A office development. There are currently over 688 medical businesses listed within a three mile radius of the downtown core, including the hospital. The downtown core, areas adjacent to the hospital and other existing medical office parks will be key targeted areas. Medical office trends indicate a market for spaces ranging in size from 5,000—15,000 square feet. Therefore, larger floorplate buildings are recommended in areas where land is available for the parking associated with medical uses (5-7 spaces per 1,000 square feet).

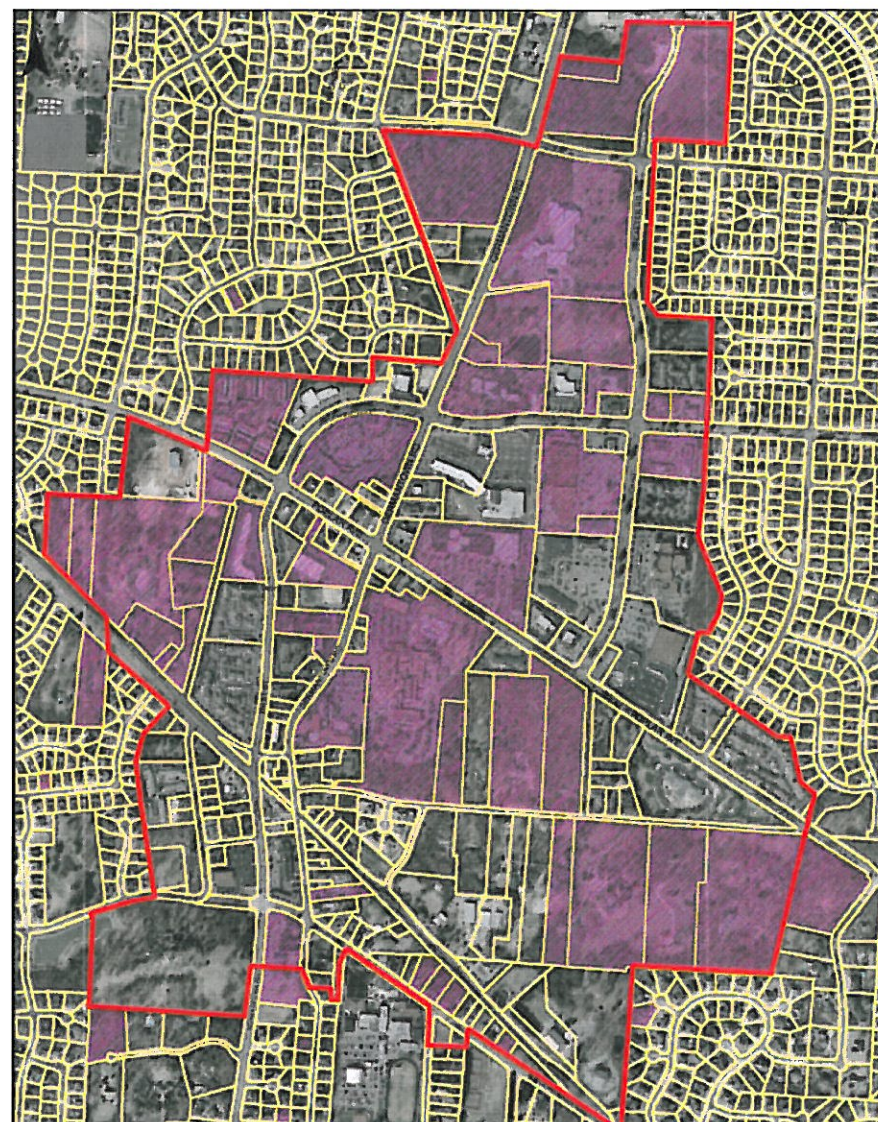
The added benefit of larger office space in the City's commercial center will provide additional daytime population, a key component to successful restaurants and retail operations in and around the Germantown Road/Poplar Avenue intersection.

The Germantown Smart Growth Plan emerged out of the intensive efforts of citizens and City officials to create an inclusive, public planning process.

From Wednesday, September 20th to Tuesday, September 26th, 2006 the City of Germantown hosted a public design charrette in the Great Hall at the Germantown Performing Arts Centre. This 7-day event witnessed a high level of public participation in all aspects of the plan. Throughout the week, open meetings invited citizens and professionals alike to discuss topics ranging from transportation congestion and non-motorized mobility to the creation of a Main Street and redevelopment of Germantown's commercial core. Numerous members of the community, public officials, and stakeholders attended the meetings and contributed exciting ideas regarding the City's future. The map to the right shows properties (in purple) whose owners participated in the event.

The charrette came to a close on Tuesday, September 26th. That evening, the project team presented the plan's recommendations to an enthusiastic crowd. Part conceptual, part detail design, this plan represents the publicly-driven consensus gained through the charrette process. It reflects the collective vision of the hundreds of active participants.

<b>WEDNESDAY, SEPTEMBER 20th</b> 11:00 Design Studio Set-Up 1:00 Judd Tepaske (Planning Consultants) 1:30 Study Area Tour 7:00 Public Kick-off Presentation and Facilitated Workshop	<b>SATURDAY, SEPTEMBER 23rd</b> 9AM-6PM DESIGN STUDIO OPEN 9:00 Garden Clubs 11:00 Boyle Investment 12:00 PIN UP SESSION & PROJECT UPDATE
<b>THURSDAY, SEPTEMBER 21st</b> 9AM-9PM DESIGN STUDIO OPEN 9:00 Police, Fire, & Public Safety 10:00 Transportation 11:00 GPAC/Centre Administration 11:30 Chamber Luncheon/Booth on Smart Growth 1:15 Germantown Area Chamber of Commerce Board 2:00 Media 3:00 Senior Citizens Advisory Committee 5:30 PIN UP SESSION & PROJECT UPDATE	<b>SUNDAY, SEPTEMBER 24th</b> 1PM-6PM DESIGN STUDIO OPEN  <b>MONDAY, SEPTEMBER 25th</b> 9AM-9PM DESIGN STUDIO OPEN 5:30 PIN UP SESSION & PROJECT UPDATE  <b>TUESDAY, SEPTEMBER 26th</b> 9AM-1PM DESIGN STUDIO OPEN 1PM-6PM Preparation for Final Presentation 6:00 Reception 7:00 Closing Presentation
<b>FRIDAY, SEPTEMBER 22nd</b> 9AM-6PM DESIGN STUDIO OPEN 9:00 Salvaggio Enterprises 10:00 Finard Real Estate Services 11:00 Churches 1:00 Research & Budget 2:00 Library 3:00 Parks & Recreation 4:00 Women's Heritage Club 5:30 PIN UP SESSION & PROJECT UPDATE	<b>Germantown Smart Growth Plan Charrette Schedule</b>  Germantown Performing Arts Centre Wednesday, September 20th - to Tuesday, September 26th, 2006



Charrette Participation Map: Purple parcels represent property owner participation

## CHARRETTE JOURNAL

Day 1 - Wednesday, September 20, 2006

...After lunch, we set out for our tour of the area. Our primary and preferred mode of transportation for our tours is by foot. As a pedestrian, you can really experience every nuance of a place both good and bad. We are typically joined by interested members of the public, and today was no exception. In addition, the Memphis Commercial Appeal and the local Fox affiliate both followed us around, capturing our travels in trying to cross very busy roads and recording our thoughts about how to improve the area.

...At 7:00, the general public arrived for a formal public kickoff session. After a short presentation that introduced the process as well as the study area, the design team facilitated a visioning exercise. This highly participatory exercise engaged everyone present and produced a number of very important themes that will serve as building blocks for our design work, specifically aesthetics, density and residential opportunities, pedestrian and bicycle improvements, attractive infill and redevelopment, development transitions, and vibrant and healthy public spaces and infrastructure.

Day 2 - Thursday, September 21, 2006

...The design team began today by focusing on four key blocks of the study area--two undeveloped areas, one developed area needing design intervention, and the Municipal Square community park and civic campus. In addition, we looked at some basic road patterns and networks and even started to test some potential road diets on Exeter Road. Two perspective drawings illustrated the visual impact of a 3 story building on an existing block as well as a new Town Green on the site of the current US Post Office. We also explored the impact of creating a new pedestrian-friendly street through the center of two superblocks.

...In addition, we began exploring themes and approaches for a new branding and identity campaign. Like the market studies that have become commonplace as predecessors to our planning, so too is the element of logos, taglines, and community theming to implementation. For Germantown, the existing logos have become worn and each department has locally adopted different graphic

conventions often sending conflicting messages about service delivery and philosophy. Further, the area that we are studying really lacks a coherent identity. It's currently less a Town Center and more a confluence of large roads and disjointed commercial centers. Our challenge is therefore to create a graphic approach that embodies a new brand for the entire community as well as adopts a moniker for our study area. To that end, we started creating an array of logos and taglines to begin the discussion.

Day 3 - Friday, September 22, 2006

...Public interest remains high with citizens waiting at the door for the charrette studio to open at 8:30 am. We conducted interviews and open discussions with the former Mayor who is also a developer, representatives from the area churches and the Library director.

...We also met with the Parks and Recreation staff and representatives from the Community Theater. From that discussion emerged a tremendous opportunity to relocate the existing community theater to the Municipal Square. As part of our planning we had created an opportunity for a new Town Green anchored by a civic building. Through our conversations we found that this civic site would be a very suitable location for the community theater.

...We had another crowd at the 5:30 pin-up session where we presented new plans for some of the same areas as last night. We also presented a unique transportation opportunity with the realignment of a major road to lie back unto itself, improving the north-south connection through the community, and taking pressure off of two other intersections. Our hope is that we can reclaim two of those intersections for pedestrian-accessibility while resigning the third to the cars.

Day 4 - Saturday, September 23, 2006

...For our team, it was largely a work day. Our focus today was on areas that had not been covered previously and on the "big idea".

The big idea plan is the long-term redevelopment of one very large block with a number of aging shopping centers (including the Hobby Lobby). Our work included a possible phasing plan for its implementation as well as the creation of a build-out plan. The phasing plan was created using a figure ground technique that highlights the proposed changes in black. It's a very powerful and simple technique. The build out plan, modeled on some of the most successful mixed-use centers across the country, is a long-term proposition for this community given the complexities of the various lease encumbrances on the various parcels. Yet, in spite of these issues, the long-term opportunities are quite intriguing given the parcel size, location, and area demographics. The proposal is a truly urban mixed-use center with multi-story, mixed-use buildings, a coherent street network including a new Main Street, and various public spaces.

...Also, our traffic engineers loaded all of the background data for the planned improvements/reconfigurations of the street grid into a SynchroPro/Sim Traffic model. So far, the proposed connection of Germantown Road to Germantown Road looks good-- as do the other intersections that we are trying to reclaim for pedestrians.



Citizens share their input during the charrette

## CHARRETTE JOURNAL (CONT.)

Day 5 - Sunday, September 24, 2006

... We then returned to the charrette studio at 1 pm to begin work. Once again, citizens dropped in throughout the day - Some new faces and some old. Most were just inquisitive about the process, some just wanted an opportunity to talk to a kind ear. We find that our charrettes are as much about dialogue as they are about design. We have also learned that there are always valuable nuggets to be gleaned from any conversation. It's what helps to complete the community picture. This is yet another reason why charrettes are so superior to a one-day workshop. The casual nature of our open studio format is very inviting to the general public and is very accommodating of a wide variety of busy (and not so busy) schedules.

... Our traffic/transportation team members continued to crunch the numbers on the connection of Germantown Road to Germantown Road. They also worked on a functional design for that connection which shows great promise and appears to improve the rail crossing conditions as well.

Day 6 - Monday, September 25, 2006

... Work shifted into high gear today as we began to prepare for the final presentation on Tuesday evening.

... Our morning team meeting ended with a long task list that included revisiting certain areas one more time, filling in the blanks, and preparing final drawings. In addition, we began to set up the final Power Point presentation as well as the title block for our drawings.

... While we did not have any scheduled meetings, the number of citizens just dropping in remained high. We even had a group of tennis players and the local tennis pro come in after a lesson to share their thoughts about a new tennis complex. Even though we are focused on preparing the work for the closing presentation, we still make time for our clients, the citizens of the community.

... We conducted a final pin-up session in the evening as a way to gather any final comments or direction before the last day. Strong participation at that meeting helped to galvanize our thoughts and give us the direction needed for a complete master plan. We also continued to post new thoughts and ideas about the logos and theming for the community.



Day 7 - Tuesday, September 26, 2006

... The final day is a frenzied, yet organized effort to complete final drawings, do our development analysis, and get everything into the computer. The best way to describe the environment is something short of managed chaos. But, like all seasoned charrette teams, we know our roles and our tasks. Through the charrette we all move around doing different designs on different areas, and preparing a variety of drawings. But, in the end, we all have our strengths and our specialties, and the goal is to prepare the most well prepared, finest-looking master plan with scores of beautiful and compelling drawings, diagrams, and illustrations needed to communicate the final vision.

... At 6 pm, with one hour until the final presentation, we complete the final organization and printing of all drawings in an 11X17 booklet for posting on the presentation boards, and for use by our clients. We also print extra copies of certain drawings for various individuals who we know will want copies of the images related to their particular area or interest. Once the PowerPoint has all of the drawings, we run through it once to make sure we aren't missing anything and give it one final organizational pass.

... We have learned that while there will be a few new participants to the charrette at the closing presentation, most will be seasoned charrette veterans. As such, we have always found it important to provide as much new information as possible. And, we always retain an illustration or two as a surprise. The reaction to these illustrations is often met with awe and applause, and tonight was no exception.

*It's a small, but powerful reward to the charrette team to receive such a reaction for a job well done.*

*.. Finally, we closed the presentation with a note of thanks and some words of inspiration for the community as a way to empower them towards implementation. They, in return, offered a healthy round of applause.*



Consultant team members and the Mayor at the final presentation

PUBLIC DESIGN CHARRETTE IMAGES



Facilitated design workshop with public



Citizen input during workshop



Site tour & discussion



Walking tour through study area



Meeting with senior citizens committee



The charrette design studio



Open design session



City officials and citizens share ideas



Final presentation

GERMANTOWN  
SMART  
GROWTH  
PLAN

PUBLIC DESIGN CHARRETTE

18

OUR VISION IN ACTION

Public input is the cornerstone of a successful plan. After all, it's the citizens who live, work, and play in the community day after day—they know the area best. Their insight into current issues guides planning efforts and builds consensus on important community topics. By involving everyone from the start, a successful plan generates momentum that can turn a vision into reality. Such enthusiasm stimulates the political will necessary to achieve the desired community change.

Germantown boasts an active, dedicated citizenry committed to the current and future well-being of the City. Public participation was high at both the August kick-off meeting and September charrette, infusing the plan with innovative, publicly-driven ideas. During these events, the project team led several visioning exercises and distributed a survey of ideas related to Goal #7 of the Vision 2020 Plan—The Redevelopment of the Heart of Germantown. The feedback received helped to focus the Smart Growth Plan's scope and intentions.

At the August kick-off meeting, participants were asked to envision their community 20 years from now. What would they like to see accomplished? More importantly, what would the realization of these accomplishments look like in the City of Germantown? Out of the range of responses, several categories of concepts and expectations emerged organically. "Aesthetics" and "Walkable-Bikeable Community" led the way. Other categories included "Public Space," "Amenities," and "Future Transit Options." A sample listing of ideas follows:

#### Aesthetics:

- More trees, more green
- Maintain fountains on Poplar Ave.
- Landscape + architecture designed to last
- Keep the trees! (Use hardwood trees)
- No clear cutting!
- Tree-lined streets

#### Walkable-Bikeable Community:

- Develop bicycle/pedestrian-friendly streets & paths
- People walking to the library, GPAC, & grocery store
- Establish safe, effective bicycle routes

#### Old Germantown:

- Create historic preservation district
- Provide local business incentives (help mom & pop stores!)
- Improve public infrastructure: sidewalks, parking meters, drainage basins

#### Amenities:

- Street cafes
- Art gallery district
- Senior activities center
- More local restaurants with outdoor dining
- Wi-Fi capability in town center area
- Dog park!

#### Transportation:

- Enhance traffic control

- Reduce access to businesses from Poplar
- Increase non-motorized transport opportunities
- Get rid of the freight train!
- Plan for future light rail

#### Community Survey

The Community Survey distributed during the charrette allowed citizens to voice their opinion concerning specific issues. The questionnaire asked participants to rate their support for Goal 7 and other relevant objectives of the Vision 2020 plan. The following statements summarize the findings from the 34 surveys that were returned:

- 100% of respondents want more public areas to foster a "sense of place" in the community.
- 99% of respondents want to preserve or enhance the tree canopy on major streets.
- Over 97% support redevelopment of current commercial areas.
- 96% want to see high-quality development that is environmental sensitive.
- 94% desire to see the creation of more jobs and offices for professional services in the plan area.
- 94% desire streets designed for all users—bikes, pedestrians, cars—as well as multi-use paths and trails to connect throughout the entire City.
- Nearly 90% of people responding indicated that the area should have multi-generational appeal
- Over 90% of respondents favor attractive and inviting mixed-use buildings designed to be easily accessible to pedestrians.
- 80% favor higher-density residential development (condos, apartments, & townhomes) in downtown Germantown.
- 80% want to increase retail/shopping options in the commercial core.

These responses indicate strong support for development/redevelopment activity in the planning area. They show that participants desire growth that elevates the quality of Germantown's built environment and civic life.

Respondents indicated that they would like to see more diversity in housing options. A significant number of persons specified that residential units in the \$150-\$249,000 are needed in the study area. Along with this price bracket, the \$250-\$349,000 range received the highest votes among respondents. 95% of the votes in the \$150,000-\$349,000 bracket were for townhomes, patio homes, and condominiums. Similarly, these options garnered 84% of the total in the \$250,000-\$349,000 range. These responses indicate a market for types of housing that are not currently available in the City.

Many survey respondents articulated the need for such housing in order to serve new families, young professionals, and empty nesters. Options such as townhomes and condominiums provide great ownership alternatives for young families just starting out, allowing them to be involved in the community while still building a foundation for the future. For empty nesters, the reduced square footage of a townhome enables a high quality of life without the stress of managing a larger-than-needed residence.

Several individuals and groups expressed their concern over the City's current demographic composition. Many senior citizens explained that, despite living in Germantown for decades, they would be unable to retire there due to the high cost of living and lack of smaller-scale, affordable housing options. (Smaller, well-located residences allow seniors to walk to many of the services they need, meaning that they continue to enjoy personal mobility and freedom even without a car.)

Germantown Smart Growth Plan Community Survey	Desired Price Ranges for Residential Units (number of responses indicated)				
Housing Types	\$150-249,000	\$250-349,000	\$350-499,000	\$500-750,000	\$750,000+
Single Family 1-2 Stories	2	10	9	3	1
Townhomes 2 Stories	6	13	6	2	1
Patio Homes 1 Story	12	13	1	0	0
Condominium (Multi-Story; Mixed-Use)	13	19	3	2	1
Senior Living Facilities	14	6	1	1	1
<b>TOTALS</b>	<b>47</b>	<b>61</b>	<b>20</b>	<b>8</b>	<b>4</b>
Apartment Homes (Rental)	5				



Gathering feedback from the City's Beautification Committee